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## CONSTRUCTION, CONSTRUCTION MACHINERY, AND BUILDING MATERIALS

### LITHUANIA'S CONSTRUCTION PROBLEMS MULLED AT HIGH-LEVEL MEETING

Vil'nyus KOMMUNIST in Russian No 4, Apr 79 pp 49-59

[Report by R. Tsemnolonskis of round-table discussion by Lithuanian Communist Party and Lithuanian SSR officials responsible for construction and supervisors of Lithuanian SSR construction organizations: "Build Quicker and Better"]

[Text] No matter where you look—everywhere there are construction scaffolding, the frameworks of new plants, and blocks of multistory apartment houses. More is being built during the Tenth Five-Year Plan than ever before. But is it always being built quickly enough and with adequate quality? Comrade L. I. Brezhnev pointed out to the November 1978 Plenum of the CPSU Central Committee: "A considerable gap persists, however, between plans and their fulfillment by the construction ministries. To date it has not been possible to stop the process of dispersing capital investment over numerous construction projects. Uncompleted construction is increasing. Uninstalled equipment that costs several billion rubles is lying useless in warehouses."

Participants in a round-table discussion that was organized by the editorial board of the journal KOMMUNIST were divided in their thoughts about how to implement the party's call to raise the pace and quality of construction and how to increase the effectiveness of the builders' work. The participants were: First Deputy Chairman of the Lithuanian SSR Council of Ministers K. Kayris, Chief of the Construction and City Services Section of the Lithuanian Communist Party's Central Committee A. Dauksha, Deputy Chairman of the State Planning Commission of the Lithuanian SSR Council of Ministers G. Yatskyavichyus, Lithuanian SSR Minister of Construction B. Shyashplaukis, First Deputy Lithuanian SSR Minister of Construction and manager of Vil'nyusstroy [Vil'nyus Construction Trust] M. Dul'man, Deputy Lithuanian SSR Minister of Rural Construction G. Pleplis, Chairman of the Republic Association of Interkolkhos Construction Organizations A. Baltushis, Director of the Lithuanian Republic Office of USSR Stroybank S. Movshovich, Deputy Chairman of the State Committee for Construction Affairs under the Lithuanian SSR Council of Ministers Yu. Dichmonas, Chairman of the Ispolkom of the Varenskiy Rayon Soviet of People's Deputies Z. Voronetskis, Chief of the Industrial Transport Section of the Mazheykskiy Rayon Committee of the Lithuanian Communist Party A. Kveselaytis,

Section Chief of the Republic Committee of the Trade Union of Construction and Building-Materials Industry Workers A. Shukyalis, Vil'nyusstroy brigade leader and Hero of Socialist Labor P. Shileykis, and Panevezhis Demonstration Trust brigade leader, Hero of Socialist Labor and Deputy of the USSR Supreme Soviet A. Smalakis.

Let us cite some of the statements of the discussion participants.

K. Kayris, First Deputy Chairman of the Lithuanian SSR Council of Ministers:

A major capital-construction program is being executed during the Tenth Five-Year Plan. During the past 3 years of the current five-year plan more than 4.5 billion rubles' worth of fixed capital have been turned over for operation.

Three main contracting organizations are performing construction and installing work in the republic: the Ministry of Construction, the Ministry of Rural Construction and the republic association Litmezhkolkhozstroy [Lithuanian SSR Association of Interkolkhoz Construction Organizations]. They did 539 million rubles' worth of construction and installing work last year. While the republic's Mezhkolkhozstroy [Association of Interkolkhoz Construction Organizations] is carrying out the established tasks, the Ministry of Construction and the Ministry of Rural Construction have not completely fulfilled plans for contracting work since the start of the five-year plan: in 3 years the Ministry has fallen short by 75 million rubles' worth of work, the Ministry of Rural Construction by almost 25 million rubles' worth.

In carrying out the tasks set by the 23th CPSU Congress, we are obliged to build more quickly and economically and at a modern engineering level, that is, to raise the effectiveness and quality of capital construction and labor productivity. In carrying out these instructions of the party and the government, our designers, construction and construction-industry workers, specialists who produce building materials, and scientists in these fields have been doing a lot of work.

However, there are serious deficiencies in raising capital construction effectiveness. Design, construction and construction-industry organizations still are not using many reserves for speeding up construction. Design organizations of the State Committee for Construction Affairs and other agencies often propose design solutions that require major labor expenditures, call for the use of irrational structure, and contain errors in design documentation.

A characteristic example is the Vil'nyus Housing-Construction Combine. In new design documentation for apartment houses that was developed by the Institute of Design for Urban Construction, the number of prefabricated members was greatly increased, but labor expenditure for producing them is increasing by 40 to 90 percent over the preceding series. Moreover, the work on erecting the members at the construction sites is becoming



much more labor intensive. Therefore, great difficulties are being encountered in the construction of apartment houses. The Ministry of Construction and the State Committee for Construction Affairs should extend much assistance to this combine.

On the other hand, bureaucratic barriers in coordinating documentation often prevents better use of new materials and effective lightweight structure. Cost standards for facilities are not always being observed, and at times tasks on reducing intensiveness in materials and labor in construction are not being met. The achievements of science and technology are not being used adequately in designs and at the construction projects, and progress in improving designs and introducing new and effective finishing materials into production is not satisfactory.

There are often cases where the standard period for the construction of facilities is violated. According to the approved list of construction project titles, reconstruction of the Vil'nyus Academic Theater for Drama should have been completed in 1977. But only about 35 percent of the construction and installing operations had been carried out by the indicated date. This is far from an isolated case.

And the fact that, even after work has commenced, the budget-estimated cost of facilities is increased, has a negative effect on a reduction in construction time. In 1977 alone the estimated cost of 60 facilities had to be increased by almost 10 million rubles, 1 million of it because of imprecisely indicated amounts of work and cost standards.

The amount of nonmechanized work in construction, especially plastering and painting, is being reduced slowly. About 6 million square meters of surface now have to be plastered per year, and about 20 million have to be decorated. These are large amounts. Our designers and builders should do everything possible to make it possible to do much less plastering and painting work, to raise the extent of factory finishing of articles, and to produce more equipment for minor mechanization. And the workers of the building-materials industry can extend great assistance here by shipping larger amounts of decorating materials and by improving their quality.

Labor productivity still is growing slowly at the republic's construction projects. During the first 3 years of the current five-year plan Ministry of Construction organizations should have increased output by 14.5 percent, but actually it was increased by only 1.5 percent. A similar situation has prevailed in Ministry of Rural Construction organizations.

This is occurring primarily because internal reserves are being used inadequately. Thus, thanks to engineering progress, labor productivity previously was being increased fairly rapidly in the Ministry of Construction system, but because of unsatisfactory organization of work it now not only is not growing but it is being reduced in some places.

It is very important to carry out plans for the introduction of new equipment and the scientific organization of labor and to continue to reduce

worktime losses during the shift and physical labor in carrying out auxiliary tasks, which make up a large share of all work.

Introduction of the brigade contract must continue at construction projects. Managers of construction organizations are required to so organize the work of all services that the facilities that are being erected by the brigade contract method will be provided with construction materials, structure, mechanisms and the necessary documentation.

Last year the subnormal delivery of lumber, metal and certain other building materials hindered the builders' work. The State Committee for the Supply of Materials and Equipment should occupy itself this year more earnestly with questions of providing construction projects with material resources. But the construction organizations themselves also are obligated to use material resources better. Above-norm reserves of materials are still great, and reinforced-concrete structure lies around at some facilities for a long time.

There are many deficiencies in the organization of operations. One cannot be reconciled with the fact that whole brigades often are idle because of late delivery of structure, parts, concrete or mortar. There are many cases where specialized organizations do not support the basic purpose--the timely completion of building and turnover of the facility for operation. No few intermediate tiers have arisen in the coordination of construction work. Narrow specialization of construction organizations is becoming a brake on construction. It is necessary to improve management and to continue to analyze questions of the jurisdiction of certain organizations.

In order to further speed up construction, the work of clients for construction also must be improved. For no small portion of the clients delay in delivering design and estimating documentation to construction organizations and are late in arranging for financing. There are serious deficiencies in the timely provisioning of facilities with industrial and outfitting equipment.

An experiment in economics that is being conducted within the Ministry of Construction undoubtedly will help to reduce construction time.

However, this experiment will be of benefit only if all the recommendations are carried out simultaneously. Meanwhile, today many client ministries and agencies are not approving the plan of tasks for the production of construction commodity output, along with other indices, for their subordinate organizations.

Continuous two-year planning for turning production capacity and construction jobs over for operation has not been introduced completely because industrial and other equipment for construction jobs is sometimes delivered late.

There are serious deficiencies in the planning and performance of housing construction. About 40 percent of the housing space for the whole year is



turned over for operation during the fourth quarter of the year, practically in December. And in some organizations this percent is still higher.

Up until now, as before, material resources are distributed according to the norms for 1 million rubles and not in accordance with the orders of construction organizations, or in accordance with their requirements, which have been established in the plans and budget estimates.

Stable and highly qualified personnel provide the prerequisites for success in construction work, as in other fields.

In order to retain construction personnel and to create stable collectives in construction and installing organizations, the Lithuanian Communist Party Central Committee and the Lithuanian SSR Council of Ministers on 20 December 1978 adopted the decree, "Measures for Strengthening the Republic's Construction Organizations."

The decree contemplates specific measures for further improving cultural, living and working conditions, public eating, and medical services for construction workers. For this purpose, it was recommended that domestic-facilities buildings, dining halls and auxiliary departments be built first at construction enterprises that are under construction or are being built and that they be assigned to the builders for temporary use, and, where the construction of such facilities is not called for, that ministries and agencies be charged with providing each construction project with domestic-amenity premises, improving the servicing thereof, and allocating the necessary implements and equipment.

In planning capital investment for in-house construction, construction organizations should plan for the construction of base dining halls.

The Ministry of Trade and Litpotrebsoyuz [Lithuanian SSR Union of Consumer Societies], jointly with the Ministry of Construction, the Ministry of Industrial Construction, the republic's Litmezhkolkhozhstroy association, and other ministries and agencies have been charged with developing and implementing measures for organizing trade in foodstuffs and improving eating conditions at construction projects and construction-industry enterprises.

The decree contemplates concrete measures that are aimed at improving radically the supplying of construction-project workers with special clothing and special footwear, and also with personal safety equipment.

With a view to hiring personnel more speedily and to retaining them in construction, the Ministry of Construction, the Ministry of Rural Construction and the republic's Mezhhkolkhozhstroy association are charged with the responsibility for creating a housing inventory such that in the next few years each worker of a construction and installing organization who needs housing can be assigned a place in a dormitory at the very start of his arrival for work and, when a family appears, in 5-7 years, an apartment with the conveniences.

There are great difficulties in manning construction projects with permanent qualified personnel, not only in the republic but also in the country. So the CPSU Central Committee and the USSR Council of Ministers reviewed this question and adopted the decree, "Measures for Further Improving the Training of Skilled Personnel and for Retaining Them in Construction." This decree calls for a broad program for training skilled workers in vocational and technical education schools.

Great concern is being shown in our republic about the training of skilled construction workers. It is planned to build in 1979-1984 enough vocational and technical skills to enable several thousand students to study in them simultaneously.

Moreover, the above-mentioned decree of the CPSU Central Committee and the USSR Council of Ministers requires wide use of the lump wage payment as the basic form of wage in construction, the brigade contract, and the experience of the best construction projects, advanced collectives and production innovators.

There is no doubt that all the enumerated measures will enable stable construction collectives of highly qualified personnel that can fulfill tasks on time and with good quality to be formed more quickly.

G. Yatskyavichyus, Deputy Chairman of the State Planning Commission of the Lithuanian SSR Council of Ministers:

There are several elements upon which success in solving the problems being examined depends. Above all is the correct planning of capital construction. Since 1977 continuous two-year planning of the construction of apartment houses and of facilities for cultural and domestic-amenity purposes has been performed in 15 cities of the republic, and these jobs are being turned over systematically by the flow-line construction method. Thanks to this and other measures, during the last 3 years the average construction period per facility has been reduced by 6 months. But the improvement of planning should continue, and reserves for reducing construction time should be sought.

The problem of original design documentation is severe. Designs should be such that no necessity arises for changes, otherwise the budget-estimated cost of the work increases.

There is much so-called "incompleted" construction, that is, much of the work has been done but the facilities are not put into operation. Uncompleted construction in the republic amounts to about 53 percent.

In my view, the time has come to improve also the structure itself of construction organizations. A multitude of contracting organizations subordinate to the ministries of construction and rural construction, the republic's Mestkolkhozstroy and other agencies are at work, but their forces are being dispersed extraordinarily. The number of clients should be reduced. It will be easier when the ispolkoms of the soviets of people's

deputies become the clients for cultural and domestic-amenities construction in the cities.

A. Smalakis, brigade leader of the Panevezhis Demonstration Construction Trust, Hero of Socialist Labor and Deputy of the USSR Supreme Soviet:

Back on the eve of the new year we spoke about a kindergarten. But there are still neither designs nor budget estimates. And this is not the first instance: this has happened several times--construction must start but the documentation is nowhere to be seen....

And even the draft of the design is different. Once they palmed off on us an obsolete design for a 32-unit apartment house.

It is good when people have a feeling of proprietorship, when the general contractor's brigade is motivated not only for its own work but also for the work of the subcontractor, but it is sad when one has to be a master of all trades. Last year, more than 20 kilometers of cable had to be laid at one job. But waiting for the electricians would have meant a hopeless delay: not waiting would mean becoming electricians temporarily. We chose the latter option and we did everything ourselves. But can labor productivity be raised this way?

Yu. Dichmonas, Deputy Chairman of the State Committee for Construction Affairs of the Lithuanian SSR Council of Ministers:

People are speaking correctly about muddlers: "Go hunting--and feed the dogs." However, at times our designers are becoming just such poor hunters. They had to design, for example, a facility for 1982, but they did not know what would be used for construction materials then. On the other hand, we require designers to consider variations of materials and to create for builders an opportunity to replace some materials with others. However, in so doing, the constantly changing prices for materials are ignored (incidentally, the design cost never is the lowest). And so they had to turn over the design of the Shyaulyay Housing-Construction Combine, which will go into operation in 1982, without knowing precisely at that time what structure would be used in it or how much it would cost. This also explains errors of designers, which have been mentioned more than once today. This means that the interested organization, including also the State Committee for Supplying Materials and Equipment, must be concerned about realistic forecasts for materials.

B. Shyashplaukis, Lithuanian SSR Minister of Construction:

Organizations that are subordinate to the Ministry of Construction carried out the plan for construction commodity output last year and turned over for operation many basic facilities, such as the large ammonium-phosphate fertilizer department at the Kedaynyay Chemical Combine, a complex for rearing cattle in Krekanav, the third phase of the Vil'nyus Hot-house Combine, and others.

All the schools called for by the plan had been built by the start of the school year, and the plan for the turnover of housing and hospitals was carried out.

Many other industrial facilities and facilities for cultural and domestic-amenity purposes were built.

Many trusts carried out the socialist commitments that had been adopted and achieved good results. Thus, the collective of Santekhstroy [Sanitary Equipment Construction Trust] for three quarters in a row in 1978 was awarded the challenge Red Banner of the Union Ministry of Construction and the central committee of the industry's trade union, and for the year's results it was given the highest award—the challenge banner of the CPSU Central Committee, the USSR Council of Ministers, the AUCCTU and the Komsomol Central Committee, with an inscription about the trust on the Honor Plaque at the Exhibition of Achievements of the National Economy of the USSR. The same awards were bestowed on the Klaypeda Construction Trust.

However, for the Ministry of Construction as a whole, the amount of work carried out by its own forces was reduced in volume from 1977. This is especially true of the Alitus (16.9 percent) and the Mazheykyay (22 percent) construction trusts and the Vil'nyus and Shyaulyay housing-construction combines. Among the larger facilities not turned over for operation was the department for producing carbide resins and formaldehyde solution at the Ionava Nitrogen Fertilizer Plant.

However diverse the causes of the lag, certain general consistencies in them should be singled out. Construction organizations are still slow in reducing the share of manual labor, time losses are great, and at times the work is not organized satisfactorily. To a great extent it is for these reasons that the tasks on raising labor productivity have not been met—actual output per person of construction organizations was only 95 percent of the plan. In certain organizations—the Erecting Administration of the Reinforced-Concrete Structure Trust, the Mazheykyay Construction Trust and the Shyaulyay, Vil'nyus and Klaypeda housing-construction combines—productivity last year was even reduced in comparison with 1977.

Last year, for various reasons not dependent upon us, but also as a consequence of unsatisfactory results of the work of various organizations and the underfulfillment of labor productivity growth tasks, the profitability of construction work fell sharply and actual costs for industrial enterprises actually grew substantially. Therefore, the ministry did not fulfill the profit plan.

For the Ministry of Construction, which is operating under the terms of the economic experiment, the fulfillment of economic indices is important, aside from the turnover of jobs.

This year, as in the past, construction has very serious deficiencies. Above all—the supplying of materials and equipment has worsened. Certainly,



there are no few deficiencies also at our construction projects in the use of materials, and at some places above-norm surpluses have accumulated. We are dealing with this decisively.

This year Ministry of Construction tasks are very important. We have planned and executed no few measures for turning facilities over on time.

M. Dul'man, First Deputy Lithuanian SSR Minister of Construction and Manager of Vil'nyusstroy:

There are still lengthy interruptions in construction because of shortages of the work force, material resources and machinery, and because clients do not decide financing questions completely. Thus, we completed the erection of the building for the El'fa plant dining hall back in May 1978, but the sanitary-equipment workers, engineers, electricians and other subcontractors did not arrive at the facility until October because they had been working earlier at facilities turn over in the fourth quarter. Although the facility was turned over for operation by the date intended in the plan--in the fourth quarter of 1978, its standard construction time had been exceeded by 4 months. This is not an isolated example of this kind.

How are these deficiencies explained? It seems to me that we still do not know completely how to organize work and distribute forces and reserves in optimum fashion. The number of facilities that we are erecting is still very great. For example, this year the plan calls for 246 jobs, the average amount of which (in monetary terms) is 252,000 rubles. And so we fritter away the work force and material resources, we do not have an adequate work force, and we complicate the engineering services and utilities of construction projects. Thus, in June 1978 we worked on 203 jobs (out of 244), and, in the third quarter of the year, on 225 jobs. On the average there were 20 workers per job, and it certainly is not easy to cope with the work assigned. The superintendents and foremen have it even more difficult: in all, there were 144 of them in general-contracting and specialized construction organizations. It is reasonable to say that they should have been working at 144 jobs, when actually they worked at...225.

And what are we to do when the client does not deliver the equipment on time?

Nevertheless, we can and should build more rapidly. It is necessary only to deal decisively with certain long-standing deficiencies. Statistical data indicate that 52 percent of the buildings in our trust are completely prefabricated. This figure could be higher if the State Committee for Construction Affairs would decide earlier to replace brick partitions in framework structures and if the designers had used wet finishing processes more moderately. By dispensing with a substantial amount of manual labor, we would have won much both in operating effectiveness and in reducing construction time.

Ineptness and conservatism in the manufacture and delivery of building materials have hindered us. What new decorating materials, let me ask, have appeared in comparison with the postwar years?

Our Muscovite and Leningrader comrades widely use polymer building materials (wall vinyl, film insulation and polyethylene decor, and others), while at our construction projects 97 percent of the finished surface is still being covered by plaster. Recently we organized an exhibition of new building materials. It would be nice if the exhibitors would go into production as quickly as possible.

We have complaints against design organizations. Many designers, as is evident, are good architects, but some of them are not well enough acquainted with operations: when we receive technical documentation from the designers we often require our engineers to make up a new production estimate, which should consider what the designers have "forgotten"—how to improve the technical feasibility of operations, reduce their costs and raise labor productivity.

We formerly suffered a shortage of personnel. In 1978 alone the trust was short of 566 workers, but now that we have them we have done 4.5 million rubles' worth of additional work. In order to carry out the work volume contemplated in this year's plan, we will require more than 1,000 additional skilled workers. We will invite them from other localities and we will settle them in family-type dormitories. However, in light of the measures contemplated by the party and the government, the main thing is to show greater concern for construction workers and to improve their working and living conditions.

There would undoubtedly be fewer of each of these errors that discussion participants have enumerated here had we inculcated in young construction workers a respect toward their vocations. We can solicit the help of the press, radio and television. The potential here is enormous. It is necessary to rely more on construction's advanced workers. In carrying out the decrees of party and government decrees, we must see to it that construction workers' working and living conditions are not worse than those of workers at an enterprise. Material conditions and educational work form a unity.

G. Peplis, Deputy Lithuanian SSR Minister of Rural Construction:

We have already noted several times that organizations that are provided with the same fixed productive capital work differently. Our pride is the Kretinga PMK [Mobile Mechanized Column], which four times in succession won the All-Union Socialist Competition. Workers of the Prenay, Kayshyadoris and Varena PMK's, constantly sensing the support of local party and soviet organs, also achieved good results. But the operating results of the Ignalina, Kel'me and Shvenchenelyay, Yurbarkas and certain other PMK's distress us. They have contributed greatly to our ministry's meeting the construction and installing work plan for last year by only 87 percent and the task for increasing productivity by 92 percent.



Certain supervisors ordinarily defend themselves by citing the difficulties--there is not enough work force, the weather is poor, and metal and lumber are lacking. These deficiencies certainly are real, and they must be eliminated. However, why does one organization successfully overcome these difficulties, and others just wave their hands hopelessly? As is apparent, much depends upon our own skill in organizing the work, managing the construction project, and finding reserves. If all workers had fulfilled tasks for raising labor productivity last year, we would have done an additional 6.9 million rubles' worth of construction and installing work. Photography at some jobs showed that about 12 percent of work time is lost to no purpose.

Decrees recently adopted by the party and the government require us to stabilize the available work force and to reduce turnover. In order to achieve this goal, we will execute a whole set of measures--at our training base we will raise the skills of workers and brigade leaders, we will promote the brigade contract and the job contract plus bonus payment, we will introduce new and advanced methods of work and "minor" mechanization, we will start to provide workers better with apartments, and we will consult with rayon consumer-union societies about improvements in eating facilities and in supplying workers. We are preparing to devote greater efforts than before to people and to promoting their welfare. We are convinced that this is the key to the solution of many problems.

A. Baltushis, Chairman of the republic's Litmezhkolkhozstroy association:

Construction is a complicated process, which is conditioned by three basic factors: the work force, the supply of materials and equipment, and the organization of work.

Experience indicates that rayon Mezhhkolkhozstroy organizations still consider these factors in different ways. Let us take, for example, our advanced collectives--the Moletay and Akmyane organizations of Mezhhkolkhozstroy--which won in 1978 the challenge Red Banner of the union Ministry of Rural Construction and the central committee of the industry's trade union, and the Raseynyay and Lazdiyay organizations, which did good work. They have, as a rule, permanent personnel who have worked in these organizations for 10-15 years. They prepare excellently here for construction: they carefully think out the program of contracting work, the turnover of facilities for operation is distributed uniformly in the schedule by quarter, and the technical documentation arrives on time. Great concern is shown for the engineering preparation for facilities--utilities and services and spur tracks and roads are readied in advance. All this, as well as the constant attention and assistance of other rayon organizations, enable good working conditions to be created for the people.

The lagging collectives have none of the virtues enumerated here. Such organizations as those of Trakay, Kayshyadoris, Shirvintos and Alitus work poorly themselves and they drag others down. Although such organizations need support, their ties with rayon management and the shareholders are very weak.

The utilities and services networks and grids for livestock complexes that the designers develop also surprise us often: at times they are so lengthy that they comprise...up to 30 percent of the budget-estimated cost of all the construction. More frequently than not this occurs because different agencies, in presenting the prerequisites to the designers, want simultaneously to solve their own problems.

S. Movshovich, Director of the Lithuanian Republic Office of USSR Sroybank:

An experiment is being conducted within Lithuanian SSR Ministry of Construction, the concept of which is that the commodity output plan includes only enterprises, finished facilities and startup complexes that are turned over for operation. Sroybank interest on credit is highly differentiated: if the facility is turned over on time 1 percent is collected for the use of credit, but if there is a delay of more than 3 months the figure is 5 percent. Certain organizations develop substantial losses.

The only method to avoid losses is to strengthen control over the timely and complete turnover of jobs for operation. Even state acceptance commissions at times avoid such monitoring: the commission accepts the facility, and work is done on it for another half year. I would say that this is self-deception, and deception of the state.

More than once the question has been asked here: why is labor productivity falling? The causes are many, but one of them is the fact that work continues on supposedly "ready" facilities that are not included in the annual plan. We had a sad experience in turning the Pasvalis raw-materials plant over for operation: the Shyaulyay Construction Trust has been working for a full year on a "finished" facility, but this work was not reflected in the annual plan.

If a building is nevertheless turned over for operation with deficiencies that do not prevent its operation, the elimination of the latter should be included in the plan for work for the current year.

It is time to strengthen the client's role in the construction process. Various clients do not formulate design and budget-estimating documentation on time and are slow in financing. This year such oversights are again being repeated. In my view, the client should cover at least a part of the losses that the construction organization incurs because of him.

Z. Voronetskias, Chairman of the Ispolkom of the Varenskiy Rayon Soviet of People's Deputies:

Our greatest troubles are the subcontracting organizations. Usually they are very small, their managers are based in Vil'nyus or Kaunas, and in the field they have very little at their disposal. Even the workers have to be imported. And who wants to set out on a long trip? Thus they gather drifters, people who do not stay in place for long. When the Alitus Construction Trust built a water tower and a boilerhouse, a discussion flared

up between the contractor and the subcontractor about who would make...a hole. It seems to me that long ago the time came to consolidate subcontracting organizations. Well, and while we are trying to settle at least the main specialists locally--site chiefs and superintendents--let us try to provide construction with good brigade leaders, upon whom very much also depends.

P. Shileykis, brigade leader of Vil'nyusstroy and Hero of Socialist Labor:

In the name of my brigade, I would like first of all to express gratitude to the party and the government for the decrees that require a strengthening of construction organizations and better training for construction worker personnel.

Much has been said here about personnel turnover. To me, as a leader of a brigade of construction workers, it is very offensive: in 29 years, out of the 5 brigades that I have trained in the trust, not one remained. They went to industry, where they get somewhat better work. As a worker I frequently wonder how such things happen. I suppose that housing plays a great role here. In my brigade there are people who have been working for 15 and more years, but they live, as before, in family-type dormitories, where a family of three people at times has to be satisfied with 10 square meters.

I would also like to recall our work veterans whose living conditions at times are actually difficult. Here are four persons who have been working for more than 20 years each, who have been settled in one apartment of a dormitory. We construction workers build for everyone but we ourselves are without housing. The situation has to be corrected.

Decorating work is engaged in primarily by women. When unsealed units arrive from a plant, they have to do much additional work. It is much easier to do this at the enterprise. And the "prefabricated" partitions! How much it costs to send them! They crack and they crumble. They must be improved. At times the materials are of poor quality.

Remark from the audience:

Why, when supplying tools and special clothing, are only the work norms considered? For one who fulfills several norms per shift, the clothing tears more quickly, and the tools wear out more quickly.

P. Shileykis:

The remark is true. I think that this question must be settled.

A. Shukyalis, Chief of a section of the Republic Committee of the Trade Union of Workers of Construction and the Building-Materials Industry:

I would like to talk about the socialist competition initiatives that our party has approved.

In our circumstances, when a sharp personnel shortage is felt, it would seem that the initiative of the Sverdlovskers should be introduced as widely as possible. It was discussed by advanced brigade leaders of the republic's construction projects, and they adopted an appeal to all the republic's brigade leaders. Thanks to the introduction of this initiative, almost 350 workers have been released to date, that is, almost a construction administration. It is understood that with the introduction of this initiative, certain problems also arise. The first of them is that of planning. The number of workers should not be reduced if the brigade does not know what it should do and where it should start from.

All initiatives, therefore, including the brigade contract, must be planned. We have undertaken this business in practice. For example, the workers' commitments point out that in the republic there will be 46 facilities in the comprehensive competition, and that about a third of the brigades will start to work in accordance with the example of the Sverdlovskers. Along with the appropriate ministries (the Ministry of Rural Construction and others), we have worked out a regulation about the planning of advanced initiatives and how to report them.

Local party and soviet organs play a major role in introducing advanced initiatives and the comprehensive socialist competition method. I recall that in 1977, during construction of the Ionava Nitrogen Fertilizer Plant complex, the rayon's party committee and the rayon ispolkom founded a challenge Red Banner that was presented to the best brigade and to the best construction site. This had a major response. I propose that thought should be given also to such an incentive for advanced workers at Mazheykyay who are building an industrial giant—the Mazheykyay oil refining enterprise.

A. Kveselaytis, Chief of the Industrial-Transport Section of the Mazheykskiy Rayon Committee of the Lithuanian Communist Party:

It is an important task to strengthen large-scale political work at construction projects, to become more occupied with worker education....At first glance it can be shown that everything is in order—agitators' collectives have been established, and political information officers have been appointed and certified. But in their activity, alas, there is still much formalism. For example, after taking a glance at a construction site, you often see a complete absence of visual-agitation aids, slogans and placards; and in some places they have forgotten about measures for mass political work and the individual education of construction workers. At times even a newspaper is a rarity at a construction site. There were such cases during construction of the Mazheykyay Oil Refinery Combine, which should be a model in all ways.

There is always something that the party leadership should speak about with the people. Thus, only a third of the apartment houses turned over for operation have received a "good" evaluation. The remainder were scarcely "satisfactory," and often, like spikes in a sack, defects appear. Why doesn't engineering surveillance cope with its responsibilities? A



businesslike analysis of these and similar questions would help the party activist membership to mobilize the people and instill in them an activist civic policy.

#### Some Conclusions

In summing up the remarks of the discussion participants, the Chief of the Section of Construction and City Services of the Lithuanian Communist Party Central Committee A. Dauksha noted that many jobs are turned over to the clients on time. However, after focusing attention on facilities due for startup, we often forget about the transitional and we do not fulfill construction and installing work tasks. The lag in engineering preparation for construction and in making work starts and in executing below-grade work is especially great. If preparations for these are not made in advance, they are delayed very much. The builders have prepared especially poorly for winter this year. By straining at the finish but drooping at the start, we lose the opportunity to build better and more rapidly.

Very likely, the builders' labor productivity which is growing very slowly, provokes the most anxiety. During the first 3 years of the Tenth Five-Year Plan the Ministry of Construction should have raised labor productivity by 14.5 percent, the Ministry of Rural Construction by 17.5 percent and Mezhkolkhozstroy by 7.7 percent. These tasks were actually carried out as follows: by 1.5, 4.5 and 8.4 percent. Thus, the goals were missed, except for Mezhkolkhozstroy. But neither is the work of this organization a great basis for joy, for in comparison with the Ministry of Construction and the Ministry of Rural Construction, output per worker in absolute terms was lagging. In 1978 still another negative trend was observed--labor productivity in the above-mentioned ministries did not grow over 1977's but was reduced.

This should compel managers and party organizations of construction projects to think over and carefully analyze their errors and not repeat them.

Goals for raising labor productivity were not fulfilled, and often we have heard builders' complaints about the work force shortage, people have had to be brought in, and they are waiting for helpers from farms and enterprises. These, of course, are objective causes of low labor productivity. "Traveler" workers spend about a third of the work time on the road, and their output is low. The same applies also to helpers sent temporarily to construction projects. But how much can you complain? Let's draw conclusions: train personnel. The decree of the CPSU Central Committee and the USSR Council of Ministers, "Measures for Further Improving the Training of Skilled Personnel and the Retention Thereof in Construction," and the decree of the Central Committee of the Lithuanian Communist Party and the Lithuanian SSR Council of Ministers, "Measures for Strengthening the Republic's Construction Organizations," set the task of providing construction with permanent, highly skilled personnel. This is a task whose successful solution depends, in essence, upon the builders themselves and their party organizations. The more profitable a construction organization

and the more profit it obtains, the greater its material incentive fund and its potential for looking after its personnel. Discussion participants First Deputy Lithuanian SSR Minister of Construction and manager of Vil'nyusstroy M. Dul'man stated that personnel turnover has almost been eliminated in the trust, for great concern is shown for the people's working and living conditions. The leadership of the trust, which last year obtained about 1.7 million rubles in profit, confirms this. And what could the Ministry of Rural Construction, which did not receive even half a million rubles in profit, give the builders at this time? This means that people should understand that their working and living conditions depend, in essence, upon their own efforts.

In this sense it is possible to speak also about other reserves. It is known that we are getting more machinery. And how is it being used? Here are some facts from the activity of the Ministry of Construction. Excavators with bucket capacities of 0.3 and more cubic meter operated an average of 11.7 hours per day in 1976, but only 11.3 hours in 1977 and 1978. Small excavators (with bucket capacities of 0.15 to 0.25 cubic meter) operated 10.9 hours in 1976 and 10.1 hours in 1978. Even worse is the fact that excavation by truck and tower cranes decreased. Indeed, with such use of machinery, is it possible to count on a rise in labor productivity?

The participants in the discussion said much about the possibilities that more improved organization of labor and management will open up, and they criticized existing deficiencies. Indeed, a visit to advanced and lagging brigades will testify convincingly to the great contrasts in output per worker. Even a person who has a poor understanding of construction will ask immediately: And why cannot everyone work as advanced workers do? For if construction is stretched out by a month, its cost is increased by 1 percent. Can a good proprietor be reconciled to this?

Everyone knows that the brigades that work according to the Zlobin method build more quickly than others. But far from everyone is deciding to become followers of this valuable initiative. For more than one barrier has to be surmounted, the most difficult of which is poor supply of materials and equipment. The discussion participants, incidentally, talked about this. Despite a shortage of wood and metal, above-norm surpluses constantly were mentioned. Listening to such talk, you begin to think that the shortage of materials can be of two kinds: the objectively occurring and the artificially created (we have in mind those owners who, as did the peasant of olden times, grab everything at hand and hide it for themselves). This means that, in the system itself of supplying materials and equipment, many things have become obsolete. In some places, for example, in Vinnitskpromstroy Trust of the Ukrainian SSR, the word "supply" is not used any more: articles and materials are supplied in complete sets from containers. The brigade contract here is a method not only for organizing work but also for managing operations. The structure of the combine has been radically reorganized on the basis of it. While previously it was: combine-trust-administration-site-superintendent-brigade, now it is: combine-trust-brigade. Therefore, the general contracting brigade has become a proprietor of construction, and the



production-operations outfitting administration supplies it directly with materials, bypassing all the previous numerous jurisdictions, which have now been eliminated.

Such innovations were born directly at the construction sites. Their initiators were the communists.

More than 14,000 communists are now working at the republic's construction projects. This is an enormous force. The brigades of the 5th Construction Administration of Kaunasstroy [Kaunas Construction Trust] that are under communists I. Misavichyus and P. Yushkis were the first to support A. Basso's method, the brigade contract, and they introduced a system for quality control. Many of the jobs that the administration turned over this year for operation have been evaluated as "good" or "excellent."

City and rayon party committees are supporting in every possible way the builders' initiatives, are encouraging their labor enthusiasm, and are calling for the elimination of deficiencies. During the last 2 years alone city and party committees discussed more than 190 questions of capital construction. Party organizations of Vil'nyus, Kaunas, Klaypeda and Kapuskas and Ionavskiy, Vilkavishskiy and other rayons have extended active assistance to builders.

But there are also party organs that take the position of "observers" in relation to construction projects. Thus, the Pozhelskiy Rayon Committee of the Lithuanian Communist Party in the city of Kaunas absolutely did not discuss construction questions during the aforementioned period, while construction projects were discussed rarely at bureau meetings of the Alitus city committee and the Birzhayskiy, Skuodasskiy, Shakyayskiy and certain other rayon committees.

But it is one thing to analyze and discuss. The vitally important problems named by the participants of the discussions were not themselves solved. Not only construction managers but also party workers should undertake their solution. In essence, the vanguard role of the communists at construction projects and the successful fulfillment of socialist commitments depend upon their efforts.

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## CONSTRUCTION, CONSTRUCTION MACHINERY AND BUILDING MATERIALS

### RURAL CONSTRUCTION IN LATVIAN SSR

Riga KOMMUNIST SOVETSKOY LATVII in Russian No 5, May 79 pp 21-29

[Article by Yu. Yura, head of the Department of Construction and Municipal Economy of the Central Committee of the Communist Party of Latvia: "Unremitting Attention for Rural Construction"]

[Text] The party considers the realization of further improvements in agriculture to be a most important state and national task. All branches of the economy must make a contribution towards carrying out this task. In particular, the successful implementation of a program for agricultural development is directly associated with the organization of capital construction. As pointed out in the report delivered before the July (1978) Plenum of the Central Committee of the CPSU by the General Secretary of the CC CPSU L.I. Brezhnev, "Concern for the development of construction in the rural areas has today become an important component part of the party's agrarian policy."

During the period of time that has elapsed since the March (1965) Plenum of the CC CPSU, notable successes have been achieved in rural construction throughout the country and such construction has become industrial in nature. The machine work level and the power-worker ratio have increased considerably here. Today there are approximately 30,000 individuals working at agricultural projects in the republic and they are performing 150 million rubles worth of work annually. Construction is being carried out on each farm.

During 3 years of the Tenth Five-Year Plan, fixed capital in the amount of almost 700 million rubles was placed in operation within the republic's Ministry of Agriculture and, as a result, the fixed capital in this sector of the economy increased by a factor of 1.2. Last year the capital-labor ratio at sovkhozes and kolkhozes in the Latvian SSR increased by a factor of 1.4 compared to 1975. The 3 year plan for placing important production capabilities in operation was for the most part fulfilled.

Radical changes have taken place in the type of construction being employed for erecting agricultural production projects. Large livestock husbandry

facilities are being built using industrial structures. Plans call for the use of large-scale, multispans buildings having increased capacities, buildings which make it possible to introduce a progressive technology, achieve maximum mechanization and automation of the production processes and reduce labor expenditures considerably per unit of output.

As is well known, the party and government are attaching great importance to expanding housing and cultural-domestic construction in the rural areas, since this is helping to solve those tasks concerned with bringing the living conditions of the municipal and rural populations closer together and retaining the workers on the farms. During a period of 3 years in our republic, approximately 600,000 square meters of serviceable living space, accommodations for 4,600 pupils in childrens' pre-school institutes, a number of new schools, clubs and other projects of a cultural-domestic nature were placed in operation in the rural areas.

These achievements came about as a result of the selfless labor performed by many collectives of planners, builders and workers attached to kolkhozes, sovkhoses and industrial enterprises, as well as persistent work on the part of primary party organizations, rayon and municipal party committees and the executive committees of soviets of workers' deputies. Last year, for example, the Aluksenskaya, Dobel'skaya, Yelgavskaya, Ogrskaya, Rezeknenskaya, Saldusskaya and a number of other interkolkhoz construction organizations successfully coped with fulfilling their planned tasks for placing projects in operation. Many of them possess a good production base and are staffed by skilled cadres of workers and engineering-technical personnel. Deserving of praise, for example, are the brigades headed by communists I. Melekhov of the Rezekne, M. Rumpulis of the Yelgava and R. Prodnijeks of the Sigulda MSO [interkolkhoz construction organization] of the Latvkolkhozstroy Association and also the brigades of R. Parfyanovich of the Kekavskaya mobile mechanized column, I. Palamarchuk of the Daugavpils PMK [mobile mechanized column] of the Ministry of Construction for the Latvian SSR and many others. They are systematically over-fulfilling their planned tasks and socialist obligations and achieving high output in natural indices. Many municipal and rayon party committees are skilfully exerting influence on the status of affairs in capital construction, exercising constant control over the creation of the required production and domestic conditions and achieving improvements in the responsibility being displayed by the economic leaders and engineering-technical workers for their assigned tasks. Coordination councils or operational groups have been created practically in each one of them for the purpose of examining the status of affairs in construction and rendering practical assistance to the workers in this branch.

Nevertheless, despite all that has been achieved, rural construction continues to be a bottleneck. All of the critical comments addressed against workers in capital construction during the July and November (1978) plenums of the CC CPSU were concerned entirely and completely with rural construction in our republic. Unfortunately, the overall positive results realized concealed the fact that we were unable to ensure fulfillment of the

tasks in terms of a number of indices. For example, 65 million rubles worth of capital investments were not employed by the Ministry of Agriculture during 3 years of the five-year plan, including 27 million rubles worth by means of state funds. In the construction of livestock husbandry facilities, 27 million rubles worth of capital investments were not employed and in the case of housing construction -- almost 1/ million rubles worth.

Each year the republic's Ministry [Ministry of Construction] tolerates a reduction in the planned volumes for agricultural construction, its administrations and PMK are not ensuring fulfillment of the plans for contractual work and the established schedules for placing projects in operation are being disrupted on a frequent basis. During 3 years of this current five-year plan, the organizations of this ministry failed to carry out work in the rural areas valued at almost 24 million rubles. The republic's Latvokolkhozstroy Association, which also has failed to cope with its planned tasks, is performing at a level below its recognized potential. As a result, the kolkhozes and sovkhoses are forced into carrying out one third of their work using internal resources and this lowers the quality of the work to a considerable degree, it results in a dispersion of resources, extended construction schedules and increased construction costs and it diverts the resources of farms from use in connection with solving their principal tasks.

As a result of the dispersion of capital investments among a large number of projects and disruptions in the planned and normative schedules in agriculture, unfinished construction continues to increase. Thus, in 1977 the normative construction schedule for inspected cattle farms and complexes was exceeded by twofold and in 1978 -- by a factor of 1.6. At the end of 1978 the volume of unfinished construction at sovkhoses and goskhoses throughout the republic amounted to 57 million rubles, or 51 percent of the annual volume. Compared to 1975, this figure had increased by 8 percent and for kolkhozes it amounted to 47 percent -- an increase of 4 percent. This was the result of insufficient attention being given to construction matters in the rural areas by the leaders of departments and contractual organizations. In addition, it resulted from shortcomings in planning, production control, labor organization at construction sites, weak interaction among the general contracting and sub-contracting organizations and also among the builders, customers and planning organizations. Serious miscalculations are taking place in connection with the organization of material and technical supply operations and supplying construction projects with the required materials, structures and equipment. Even less attention is being given to the introduction of leading experience or to developing and improving the socialist competition at rural construction projects.

At the same time, an analysis of the problem reveals that we have great reserves at our disposal for improving the work of the contractual organizations. The task of the primary party organizations and economic leaders consists of directing the efforts of the collectives towards ensuring



more complete utilization of these organizations. In those areas where this task is being solved from a truly party standpoint, with a high degree of exactingness and responsibility, the results speak for themselves.

For example, the Rezekne Interkolkhoz Construction Organization has been operating in a stable manner for the past 10 years. It is systematically fulfilling and over-fulfilling its planned tasks for contractual work volume and for placing projects in operation and it has repeatedly emerged as the winner of the socialist competition among branch organizations and for its rayon. The party organization and the economic leaders of this MSO are devoting a great amount of attention to improving production planning and control and also the structure of the subunits. The enlarging of the brigades here has made it possible, as a result of the successful selection of their leaders and the assignment of a line worker to each brigade, to raise the level of technical management. Owing to an expansion of the auxiliary production base, improvements have been realized with regard to supplying the projects with all of the required materials and equipment. A complex system has been developed within the MSO for managing the socialist competition and record booklets have been introduced for reflecting the personal achievements of each worker and his work contribution to the overall task. The results of the socialist competition are summarized each month. All of these factors have made it possible to raise productivity and the quality of the work being carried out. Last year the output per worker here amounted to 14,500 rubles, one of the highest figures in agricultural construction. As a rule, all of the projects are delivered with a rating of either "good" or "excellent."

Definite positive experience has also been accumulated at the Talsy MSO of Latvskolkhozstroy, at the Kekavskaya PMK of the Riga Territorial General Construction Trust and at a number of other construction subunits engaged in carrying out work in the rural areas.

Other strong reserves include raising the individual expertise of workers and developing the socialist competition extensively under the motto "Work Performed With No Shirkers." Moreover, there are examples that can be followed in rural construction. For example, the output for a brigade of bricklayers headed by N. Sazonov at the Stuchka MSO exceeds the norm by 12.5 percent and that for the brigades of concrete workers headed by V. Ponomarev at the Orsk MSO -- exceeds the norm by 16 percent. Within the republic's Ministry of Construction, the average output for the laying of bricks is 1.2 cubic meters per worker and in the brigade headed by V. Zhiznevskiy at the Tukums PMK -- 2.16, in the brigade of L. Pavlov at the Daugavpils PMK -- 2.36 cubic meters. Unfortunately, examples which are quite the opposite can also be cited. At a number of mobile mechanized columns, the output achieved for plastering and painting work was considerably lower than the average for the corresponding trusts and the ministry on the whole. If the output level for all of the brigades in natural indices was raised to the average figure for the branch, an increase of 12 percent would be realized in the completion of work volumes and with no additional capital investments.

Fine results are being realized in raising labor productivity owing to the introduction of the brigade contract method of N. Zlobin and use of the experiment employed by the workers in Sverdlovskaya Oblast under the motto "Five-Year Task of the Brigade -- With a Reduced Work Force." Despite the fact that favorable conditions exist for introducing the brigade contract method into agricultural construction, it is still not being employed extensively and this applies in particular to the Latvskolkhozstroy Association. Last year, for the association as a whole, this method was employed by 115 brigades, or 38 percent of their overall number. However, only 16.1 percent of the overall work volume was carried out. At the same time, 40-45 percent of the brigades attached to the Ventpils, Balvi, Saldus and Kuldiga MSO organized their work based upon the brigade contract method and these brigades fulfilled 50-55 percent of the construction-installation work volume.

The republic's Ministry of Construction, Latvskolkhozstroy, the branch committees of the professional trade union, economic leaders and the primary party organizations of subunits engaged in carrying out construction work in the rural areas must study thoroughly the work of the branch's leading organizations, ensure that the desired results are obtained in conformity with their own conditions and that leading experience is introduced into operations on an extensive scale and make the achievements of the best workers the norm for each individual worker. The municipal and party committees must exercise constant control over the carrying out of this work.

In view of the fact that construction results in the rural areas are dependent to a decisive degree upon successful work being performed by the contractual organizations, a requirement exists for the Ministry of Construction, the Latvskolkhozstroy Association and the municipal and party committees, jointly with the economic leaders and primary party organizations, to objectively examine the work of each one of them and to undertake specific measures aimed at improving planning and control, labor organization and the daily routine of workers and raising the responsibility of leaders of all ranks for their assigned tasks and for the unconditional fulfillment of the planned tasks.

At the same time, the principal customer -- Ministry of Agriculture for the Latvian SSR -- bears responsibility for the status of affairs in this branch on a level with the contracting organizations. However, its actions today do not conform fully with the requirements being presented: in the planning and solving of problems associated with the issuing of planning-estimates documentation, financing and supplying the construction projects with equipment in a timely manner, the customer is tolerating a number of serious shortcomings.

The builders are addressing strong claims against the planning institutes, which quite often are failing to meet the schedules for the issuing of documentation and which are tolerating serious errors of a technological



nature. Quite often the construction and technological portions of plans are not coordinated and this leads to alterations and additional work. The planners are still resolving in a very weak manner those problems concerned with lowering construction costs, raising the level of construction industrialization and introducing light structures into use.

For the successful solving of a number of important problems associated with rural construction, great importance will be attached to two documents -- the plan for the territorial placement of production capabilities and the regional plan for resettlement. They are making it possible to improve the planning of agricultural construction for an extended period of time into the future and this in turn will make it possible, in conformity with the instructions handed down during the 25th CPSU Congress, to determine in advance the nature and scales of the tasks confronting us, to concentrate forces for solving them, to see more clearly the possible problems and difficulties and to facilitate the development and implementation of those programs and projects extending beyond the five-year period.

Improvements must also be realized in current and lower echelon planning. A resolution was adopted in 1974 concerning the introduction of continuous two-year planning within the Ministry of Agriculture for the Latvian SSR. Unfortunately however, this plan is still being carried out in an unsatisfactory manner. The construction plans, particularly for the organizations of Latvskolkhozstroy, are not being prepared in a timely manner and they are undergoing changes throughout the year. Meanwhile, very favorable conditions exist in Latvskolkhozstroy for the introduction of continuous operations: for all practical purposes, there is only one customer -- the Ministry of Agriculture for the Latvian SSR, its planning institute -- Latvskolkhozproyekt, its own industrial enterprises and for the most part, one supplier of equipment -- Goskomsel'khoztekhnika for the Latvian SSR. It is obvious that the rapid introduction of this system into Latvskolkhozstroy requires persistent efforts on the part of the planning organs, economic leaders, all participants in the construction conveyor line, the primary party organizations, the rayon party committees and the rayon executive committees. However, these efforts must produce considerable results. The system of continuous two-year planning will make it possible to raise the organizational-technical level of construction and it will serve as the basis for further improving work effectiveness and quality.

The creation of an association possessing the function of customer may become the next stage in realizing organizational improvements in rural construction. This would be an association which operates according to the principle of a firm having a closed production cycle -- from planning to delivering the key for a completed project. It would be responsible for the delivery and installation of equipment, for the timely carrying out of the construction work and for turning over to the customer the completed project following testing. Such experience is available in the socialist countries and it is being employed in the erection of large construction

complexes in our country. But for this experience to be introduced for use in our republic, it is necessary for the leadership of the Ministry of Agriculture, the Latvkolkhozstroy Association, goskhozes and kolkhozes to overcome the narrow departmental approach being employed for improving the organizational structure for controlling construction and to study existing practice in a thorough manner. Proposals should be prepared for organizing just such a firm during the next five-year plan.

The standardization and lightening of structures constitute great reserves for expanding the volumes of construction and reducing the construction schedules. Today, in the erection of production projects, the contractual organizations are employing mainly heavy reinforced concrete structures having great supporting capability. They are distinguished by a raised metal content and great cost for the projects erected based upon their use. The introduction of light structures could produce appreciable economic savings, particularly in connection with the erection of large livestock husbandry complexes. Such experience has already been accumulated in Belorussia, Estonia, Lithuania, in other regions throughout the country and on a number of farms in our republic.

Thus, important tasks at the present time in agricultural construction include realizing further improvements in the planning of livestock husbandry complexes and poultry farming factories, auxiliary buildings and installations and achieving a sharp increase in the level of industrialization, standardization and unitization of space-planning and structural solutions. The work aimed at solving these tasks must be directed by Gosstroy and the republic's Ministry of Agriculture. Special control must be exercised over this work by the party organizations of the mentioned departments, the planning and scientific research institutes and by the construction and installation organizations. Organizational work must be continued in connection with further developing the competition along the lines of a working competition and adopting joint obligations by the collectives of builders, installers, equipment producers and operating personnel. Special attention should be concentrated on those projects considered to be of priority importance and the circle of competitors in the republic should be expanded considerably.

Life is imposing newer and newer tasks on rural construction. A great amount of attention was focused on this branch during this year's March Plenum of the Central Committee of the Communist Party of Latvia, which examined the tasks of the republic's party organization with regard to increasing the production of meat, milk and other livestock husbandry products, in light of the decisions handed down during the July (1978) Plenum of the CC CPSU and the positions and conclusions drawn from the speech delivered by Comrade L.I. Brezhnev during a meeting with voters of the Baumanskiy Electoral District in the city of Moscow.

In view of the difficulty involved in supplying the population with milk and meat, the result of the extremely unfavorable (for agriculture) weather

conditions which prevailed during the summer and autumn of last year, the plenum focused attention on the need for introducing, as rapidly as possible, intensive methods for the raising and fattening of livestock, in the interest of achieving a rapid increase in the production of livestock husbandry products. More complete use must be made of all available reserves and particularly improved use of capabilities that have already been built. Here there are still many shortcomings. For example, at the beginning of 1979 only 93 percent of the cow billets placed in operation at complexes for the production of milk were actually being used for their intended purpose. At a livestock husbandry complex of the Vidzeme Sovkhoz in Valkskiy Rayon, placed in operation in June 1977, the planned capability for the production of milk was developed by only 30 percent and at the Rudzaty Sovkhoz (completed in 1976) -- 41 percent.

The accelerated development of pig farming as the most rapid maturing branch of livestock husbandry constitutes another means for solving the meat problem. This requires a sharp increase in the livestock capita, which is unthinkable in the absence of a considerable expansion of the areas in the pig farming facilities. In this regard, the plenum approved a program for the mass construction of simple livestock husbandry installations. The construction of the mentioned facilities must be carried out in strict conformity with the regional planning systems and with the plans for locating the kolkhoz and interenterprise livestock husbandry complexes so as to make maximum use of the available networks and installations.

An urgent need exists for commencing practical work directed towards the steady fulfillment of the planned tasks. Such work must be carried out on a daily basis, in all areas and on a high level. Those construction organizations which were given additional tasks for the erection of the mentioned facilities must ensure the unconditional fulfillment of these tasks and also the timely placing in operation of all projects planned.

The republic's ministries and departments, the party organs and the economic leaders must display concern for further developing the production base for agricultural construction. In this regard, the construction of new enterprise and the modernization of existing ones must be completed and they must be brought to their planned capabilities. This applies in particular to the reinforced concrete structure plants of the Latvkolkhozstroy Association -- at Sigulda, Kuldiga and Vetsumniyeky -- and also to the Livany House-Building Combine. Unfortunately, the Latvkolkhozstroy Association has tolerated inexcusable sluggishness and negligence in this regard for an extended period of time, despite the fact that the level of construction industrialization in its system has been extremely low. The Ministry of the Construction Materials Industry, jointly with Minstroy [Ministry of Construction], should undertake urgent measures aimed at completing modernization work at a drainage pipe plant in Usma and at the Kalntsiyems Combine, where the production of semi-rigid slabs must be mastered as quickly as possible. In addition, the lag that has developed during this current five-year plan in the production of cement, brick,

porous clay filler and a number of other materials must be eliminated. The rayon party committees must exercise strict control over the work of those enterprises engaged in the production of materials for construction projects and also over their erection and modernization.

A solution is presently available for planning a new SSK [sel'skiy stroitel'nyy kombinat; rural construction combine] for 170,000 square meters of production capability. During the July (1978) Plenum of the CC CPSU, special emphasis was placed upon the need for creating such enterprises for the production of a full assortment of light industrial structures in a high state of plant readiness, with the structures to be used for the erection of production buildings for delivery to a customer. In conformity with this plan, the combine will produce sets of structures and products for the main production buildings of dairy, pig farming and sheep raising complexes, complexes for the fattening of cattle based upon unified plans and it will also carry out the construction of these installations based upon a sub-contract for the territorial organizations of the Ministry of Construction for the Latvian SSR and the republic's Latvkolkhozstroy Association at goskhozes and sovkhozes in our republic. The plans call for this combine to be built during the next five-year plan.

Simultaneously with this work, the Ministry of the Construction Materials Industry for the Latvian SSR will implement the redesigning of the Yelgava Plant for Construction Materials and Structures for the production of complete sets of reinforced concrete structures for the main production buildings of dairy, pig farming and sheep raising complexes. Following the placing in operation of the new SSR, the Yelgava plant will produce complete sets of structures and products for the auxiliary buildings and installations of agricultural production complexes. During 1979 and 1980, Latvkolkhozstroy will create capabilities for the production of structures for production buildings at the rate of 60,000 square meters of space annually.

A great amount of attention is required on the part of the leaders of ministries and departments, municipal and rayon party committees and executive committees with regard to further developing housing construction in the rural areas and ensuring unconditional fulfillment of the planned tasks. During the past 3 years, the lag in the construction of housing for rural workers, in accordance with the overall annual plans, amounted to approximately 120,000 square meters of useful area. This is certainly an intolerable fact.

Construction work at kolkhozes and sovkhozes must be carried out taking into account the peculiarities and interests of the rural population. At the present time, some customers and planners are displaying great interest in the erection of multi-story apartment buildings and in the use of costly and scarce finishing materials. This leads to an increase in the schedules and costs for housing construction and it does not always satisfy the interests of the rural population.



In his report delivered before the July (1978) Plenum of the CC CPSU, the General Secretary of the CC CPSU, L.I. Brezhnev, stated: "It is obvious that rural construction should be oriented towards providing families as a rule with individual and well organized homes having private plots and outbuildings for domestic livestock, poultry and personal transport vehicles." We must proceed on the basis of this instruction.

Based upon experimental settlements that have already been built, we must define the best type of planning and building system and also the optimum combination for housing, cultural-domestic and production construction.

At this point it bears mentioning that at times the Ministry of Agriculture, the planning institutes, the economic leaders and the party organizations do not display a complete understanding of the essence of experimental construction. Such construction should not be characterized by excesses or over-indulgences. Rather, such projects and settlements are important from the standpoint that, following thorough analysis and public discussion, they can be built on a mass basis. They must meet modern requirements in terms of their technical level.

The further development of rural housing construction must be associated with large-panel housing construction. Moreover, adequate opportunities must be available for constructing homes characterized by diverse architectural-artistic and space-planning solutions. In this regard, it bears mentioning that the republic's Latvokolkhozstroy Association has been slow in mastering the production of structures for the Series 104 homes for the rural areas. This lag should be eliminated in the immediate future.

One of the most vital problems associated with the rebuilding of the rural areas is that of individual housing construction. It determines to a considerable degree the architectural appearance of settlements and it serves as a channel for employing the population's resources in the development of rural housing construction. At the present time, a number of new plans have been developed for individual builders which take into account the modern requirements with regard to the daily living and recreation conditions for the rural population and also the specifics associated with the management of private subsidiary sector. Based upon such plans, an industrial base has been created for construction at the Līvāņu Experimental Housing Construction Combine. The Ministry of Agriculture for the Latvian SSR must furnish the builders with the necessary support and practical assistance and in this manner achieve an expansion in this type of construction.

In order to solve successfully the complicated tasks of rural construction, the rayon party committees and the party organizations must improve the work being carried out with the cadres responsible for the status of affairs in this branch, develop their initiative and require that the funds and material resources allocated by the state produce a maximum return.

Recently the Central Committee of the Communist Party of Latvia and the republic's Council of Ministers adopted measures aimed at improving the training and retention of personnel as well as the working and daily living conditions of workers attached to the construction organizations and enterprises of the construction industry. The plans call for improvements to take place in the training being provided for builders at professional technical schools, training combines and directly at construction sites. A great amount of attention is being given to organizing their labor and ensuring the availability of implements, equipment, instruments, special clothing and transport vehicles. The privileges with regard to wages and housing conditions have been defined and considerable work will be carried out aimed at improving trade and medical services and organizing proper nourishment for the rural builders.

The successful carrying out of these measures will require persistent, efficient and industrious work on the part of the economic leaders, the party, professional trade union and komсомol organizations in the various areas, ministries, departments and branch committees of the professional trade union, municipal and rayon party committees and the executive committees. On the basis of joint efforts, every attempt must be made to ensure that the entire planned program is carried out in a timely and complete manner. The economic activity and organizational and educational work must be carried out in close unity.

The leading role being played by the communists and branch workers must be raised in every possible way. In all of their work, each one of them must consistently follow the party's policies and manifest persistence in achieving their goals. This will guarantee successful fulfillment of the tasks assigned to our capital construction workers in the rural areas.

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## CONSTRUCTION, CONSTRUCTION MACHINERY AND BUILDING MATERIALS

### PACE OF RURAL CONSTRUCTION IN NONCHERNOZEM TOO SLOW

Moscow SOVETSKAYA ROSSIYA in Russian 11 Jul 79 p 1

[Text] Work toward carrying out the program of development of the agriculture of the Nonchernozem zone of the RSFSR and reviving the age-old Russian lands, which Leonid Il'ich Brezhnev called the front line of our economy, is increasing in scope. Construction plays a leading role in this program. The state allocates millions and millions of rubles to the rural economies of the Nonchernozem oblasts. To what effect are these considerable energies, means, material and technical resources being used?

The pace of construction was stepped up this past June. As a result of the cooperative efforts of the ministries, departments and local party and council organs, the volume of work increased by one third as compared to May and by 11 percent as compared to June of last year. The June plan of contract work for agriculture and those branches of industry related to agriculture was overfulfilled in 12 of the 29 Nonchernozem oblasts and autonomous republics. These results show that, with the required concentration of effort and a concerned, responsible attitude on the part of all those taking part in construction in the Nonchernozem, the most demanding jobs can be accomplished successfully. The main thing is for everyone -- from the land improvement machine operator and the construction crew member to the leaders of the ministries, departments, supply and design organizations involved in construction in the Nonchernozem -- to be imbued with a psychology of the front line where, no matter how hot it gets, maximum efforts must still be rallied for action.

We shall say at the outset that, as the results show, such an attitude toward this important pursuit is, by no means, characteristic of everyone. The pace built up in June still did not ensure fulfillment of the six-month construction quota for the Nonchernozem. Only the RSFSR Ministry of Roads and the Glavleningradstroy [Leningrad Main Construction Administration] met their goals. The remaining ministries and departments failed to make up for the shortfalls permitted in the first months of the year. The USSR Ministry of Construction and the Glavnechernozemvudstroy [Main Administration for Reclamation in the Nonchernozem Zone] also failed to achieve the necessary change for the better in the status of rural construction in the zone

and did not fulfill the June plan. The USSR Minehmergo [Ministry of Power and Electrification], the RSFSR Goskonsel'khoztekhnika [State Committee for Agricultural Equipment] and the Glavmosoblstroy [Moscow Oblast Main Construction Administration] accomplished even less work than for six months of 1978.

The volume of work on rural construction is growing at too slow a pace in the Novgorodskaya, Yaroslavskaya, Permskaya and several other oblasts. Moreover, the contract construction organizations in the Bryanskaya, Moscow and Kaliningrad oblasts performed even worse on rural construction during this favorable month of June than in the same month last year.

And this is what is characteristic: in most cases the overall six-month level of completion of contract work by those in arrears to the Nonchernozem is somewhat, and sometimes significantly, higher than their completion level in the zone. This, it seems, should be given primary attention. In Minstroy it is more than five percent higher; in Roskolkhozstroyob"edineniye [All-Union Association for Kolkhoz Construction] almost four percent; in the RSFSR Minsel'stroy [Ministry of Rural Construction] one percent. The Glavmosstroy [Moscow Main Construction Administration] and Glavmospromstroy [Moscow Main Administration for Industrial Construction] met their six-month goals overall, but in the Nonchernozem zone they achieved only 85.5 and 62 percent respectively. But then the Glavleningradstroy, which has a more intensive program of work in rural construction than both the Moscow administrations combined, fulfilled its overall plan by 100.2 percent and exceeded its goals in the Nonchernozem by seven percent.

The problem of putting those units under construction in the Nonchernozem into use deserves particular attention. Only 51 percent of the basic inventory from the six-month plan and only 18 percent from the annual plan were turned over to users during the first six months of the year. Opening of livestock complexes, large mechanized dairy and cattle breeding and finishing farms and storage facilities for mineral fertilizers has reached an extremely low level. Of 14 dairy complexes scheduled to be put into operation during the first six months by the RSFSR Minsel'stroy only six have been built.

The shortfall in construction of non-production units is continuing to increase. Progress of construction of professional-technical schools is particularly poor. The Mintyazhstroy [Ministry of Construction of Heavy Industry Enterprises] achieved only about 30 percent of its contract goals for the year and the USSR Minstroy achieved even less -- 17 percent.

Meanwhile shortage of laborers is now being cited among the reasons for the unsatisfactory status of rural construction in the Nonchernozem. In order to make up for the personnel deficit, organized recruitment of workers is under way. Youth, both local and from other regions, are being mobilized and student construction detachments are being invited to participate. All these are necessary measures. But one must not forget that necessary

conditions must be created for those people temporarily enlisted for the zone. And those who decide to permanently link their fate with the Non-chernozem must be provided with living conditions no less comfortable than in the city, as well as a club and the opportunity to acquire the required specialty.

Among the reasons for delays in the construction of agricultural units in the zone those most often cited also include late issuance of design documentation and late delivery of materials and equipment -- due to the fault of the plant-suppliers as well as the lack of development of rail and highway transportation. Such facts are quite numerous. Only the USSR Ministry is bringing claims against its clients in this matter in 13 oblasts. Due to the poor quality of boiler equipment supplied by the Biysk plant, opening of a Glavnechernozemvodstroy construction industry facility at Kondrov in the Kaluzhskaya oblast is being held up. During the first six months the Ministry of Railways failed to provide the RSPSR Minsel'stroy 5,000 railcars for shipment of structures and equipment. But, with due reference to such circumstances, how to avert similar situations is well worth some thorough advance thought. It is obvious that for future success both clients and contractors must resolve without delay all questions of documentation for this year's units and, by September, the 1980 program; bring the "workers' baton" principles into relations with suppliers; and, in order to avoid difficulties with shipping deliveries during the busy summer season, endeavor to stockpile materials during times when transport is not so overloaded.

An important role in acceleration of construction in the Nonchernozem zone can be played by the wise use of local resources and assistance from industrial enterprises. An example of this is the experience of the workers of Ivanovo, who furthered the erection of a number of livestock complexes and other agricultural structures by the people's building method. Using construction brigades made up of temporarily enlisted workers from local enterprises to bring individual units of the "Lesnaya" poultry farm to full "key-ready" completion, they were able to complete construction of this complex, which is projected to produce 10,000 tons of duck annually, in just 16 months -- twice as fast as planned. Such methods might be used in other locations as well. But it must be remembered that the "salt" of this approach is not in replacing the builders themselves in their work toward fulfillment of established plans, but in activating reserves which can help to put the units into operation sooner than planned. There is the same distinction here as exists between the state plan and counter plan.

Work on construction in the Nonchernozem is now in full swing. The crucial months of the third quarter lie ahead. During this period the pace of work must be stepped up even more than in June in order to ensure total attainment of the goals set for 1979.

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## CONSTRUCTION, CONSTRUCTION MACHINERY AND BUILDING MATERIALS

### PROBLEMS IN RURAL CONSTRUCTION INDUSTRY

Moscow IZVESTIYA in Russian 8 Aug 79 p 2

[Report from Sverdlovsk by M. Bida, assistant manager of the "Sverdlovsk-sovkhozstroy" Trust]

[Text] The modern Ural village. This means a high concentration of material means, specialization of agricultural production and increasing cultural and living requirements for the people. It also means new demands on builders. Today we must quickly introduce industrial methods into practice, combine long-range and current plans, combine scientifically sound project design with modern architectural building design. "Concern for the development of rural construction has become the most important component of the Party's agrarian policy," said Comrade L.I. Brezhnev at the July, 1978, Plenary Session of the CPSU Central Committee.

In recent years the construction industry, whose duty it is to strengthen the industrial base for agriculture, promote organization of public services and amenities and proper location of housing complexes, has made considerable progress. Large specialized organizations and interkolkhoz construction organizations have been formed here in the Central Urals. These include the Sverdlovsksovkhozstroy [Sverdlovsk State Farm Construction] Trust, with an annual volume of work exceeding 34 million rubles.

The trust has 24 mobile mechanized columns, special operations management and technically well-equipped construction industry enterprises. Its collective consists of more than 6,000 experienced workers from the most varied professions. In the 15 years of its active operation, the trust has opened more than 2,400 farm and social-cultural buildings. A total of 540,000 square meters of comfortably laid-out apartments have been built for state farm workers and village specialists. In our own practice we have experienced all the advantages of concentration of construction affairs and broad-scale application of industrial methods.

The program for rapid development of the Nonchernozem, laid out by the CPSU Central Committee and the USSR Council of Ministers, presented many difficult practical challenges for the collectives of our organizations.



Industry significantly increased its output of equipment and material resources to the regions of the Nonchernozem belt. The builders of the Central Urals now have in their inventory more than 600 trucks and almost a thousand pieces of loading and road-building machinery. Plants have been built to produce siding, window units and carpentry items. All this allows industrial methods to be put into practice, sharply increasing the productivity of the mobile mechanized columns, detachments and brigades who are working under a single order.

The "Borodulinskiy" sovkhoz and the kolkhoz imeni Sverdlov in the Sysertskiy rayon are examples of how much the capabilities of the builders have grown. The villages of Oktyabr'skiy and Patrushi, located near each other, are the central farmsteads of economically strong farms with millions in income. Their collectives have worked out a composite program of economic and social development and their own five-year plan for construction. Subunits of the Sverdlovskobkolkhozstroy [Sverdlovsk Oblast Collective Farm Construction] and the Sverdlovsksovkhozstroy trusts have taken the most active role in their realization. Project design organizations in the oblast's center prepared technical documentation for the central farmstead buildings and laid out the long-range development of the settlements. The work was done by the mobile mechanized columns and intercolumn construction organizations. Much was done by the farms themselves. They formed large construction detachments from their local specialists.

And over some three to four years there was a noticeable change in the appearance of the villages of Oktyabr'skiy and Patrushi. New poultry houses for 50,000 chickens, a gas distribution station serving more than 200 apartments, a house of culture, a shopping center with a store, cafe and personal service shops, and new dwellings -- all have appeared on the "Borodulinskiy" sovkhoz. Overall capital expenditure on the sovkhoz amounted to about three million rubles last year alone.

The kolkhoz imeni Sverdlov has also revitalized its central farmstead. The 15th PMU [mobile mechanized column] put an experimental private-dwelling housing complex into operation and a heating plant, a milk-processing plant and a feed mill have been opened in the central village and two farm sections. Approximately five million rubles of public funds were spent on all this work. The kolkhoz is now using state credit as well to build a modern livestock complex that will allow a sharp increase in milk production.

The trend toward broad-scale application of industrial methods into construction practices will make it possible to overcome those weak points in rural construction, which were the subject of discussion at the July, 1978, Plenary Session of the CPSU Central Committee. The important thing is to improve the complete prefabrication of units being built and to turn every site into an assembly sector for ready-made parts and structure components.

We have not, however, taken advantage of everything in this direction. New modern construction industry plants have been put into operation in the Ural cities of Revda and Kamenak-Ural'skiy, which will provide prefabricated ferro-concrete products, large paneling units and carpentry items for rural buildings. Plans have been made to build facilities at the Revda plant in the near future which will have the capability of producing 10,000 cubic meters of plywood components a year.

Unfortunately, realization of these new capabilities is often drawn out. The enterprises are a long time in reaching their projected output. Take the Revda mill. Being outfitted with first-class equipment, it still failed to deliver 270,000 rubles worth of carpentry components for rural construction last year. And it failed to meet its socialist obligations. The reason? Efficient use was not made of the equipment and the lumber suppliers broke their contractual obligations. The Revda lumber mill and the "Tagilles" trust, both subordinate to the "Sverdlesprom" All-Union Lumber Industry Association, did not meet their contract conditions on time and kept the enterprise on "hunger rations" for almost six months. As a result, more than 30 rural production units, due for completion, were not ready and were added to the "incomplete construction" chart.

The scale of the works under way in the Nonchernozem also demands more qualified guidance from the RSFSR Ministry of Rural Construction. The plan, which the ministry in turn confirmed, for introducing scientific methods and improving the production structure of Nonchernozem construction is taking hold slowly. And gross violations of the plan have been revealed. According to the plan, by 1980 the level of prefabrication of production buildings should double that of the previous five-year plan and should increase 3.1-fold in residential and cultural-services construction. But these levels are still oh so far away. To the present, progressive materials, particularly ceramzite and plastic, have not been used widely. These materials could save many thousands of tons of short-apply metals, cement and expensive hardware.

Live practice persistently presents the question of further strengthening the rural construction base and perfecting its design. However, this can be achieved only by maximum concentration of material and labor resources allocated for the villages and perfection of construction management. But this is still not always adhered to.

Many organizations now pose as contractors for the sovkhozes and kolkhozes -- organizations which often do not have sufficient labor or equipment at their disposal. It also happens that several construction detachments, subordinate to various administrations, are at work on the very same farmstead. For example, at the "Krasnoufinskiy" and "Kadnikovskiy" sovkhozes builders from our mechanized column and brigades from the Oblkolkhozstroy were working at the same time, in fact, on the very same site. The only difference was that one group was erecting livestock buildings and the other social-cultural buildings. Is it not clear that this dissipation of

labor and means has an effect on the final results? Parallelism and lack of coordination make themselves felt in the rural construction project design process as well. Technical documentation for production and residential buildings is developed by more than 16 design organizations, situated in various parts of the country. Many of them do not have a firm knowledge of conditions in the Urals and the designs they produce suffer from many oversights. It seems to us that, with the huge scale of rural construction in the Monchernozen, the management of all construction and design organizations, who presently belong to different departments, should be drawn together in a single center. In our view it would be advisable to create a large designer-builder association for each oblast in the zone to conduct a single technical policy in rural construction and develop the production-technical base in a composite fashion. Such experience has already been gained in Gruziya, Turkmeniya and Tadzhikistan.

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## CONSTRUCTION, CONSTRUCTION MACHINERY AND BUILDING MATERIALS

### CONSTRUCTION PROJECTS IN NONCHERNOZEN

#### Experience of the Early Years

Moscow PRAVDA in Russian 17 Aug 79 p 2

[Part I of article by Z. Bystrova and A. Nikitin, special correspondents of PRAVDA]

[Text] Crane booms are becoming an increasingly familiar sight in the countryside of the Nonchernozem. There are more than 10,000 of them here now and the new buildings are even more numerous. "...The transformation of this vast territory," said Comrade L.I. Brezhnev, "depends, first of all, on how successfully the building program is carried out." How is its fulfillment progressing?

Someone who has not been in the ancient Kaluga village of Cor'ki, spread along the high bank of the Oka, for several years would not recognize the central farmstead of the "Mayak" kolkhoz today. Pretty cottages with out-buildings and new gardens have grown up on the asphalt-surfaced streets. The bilevel apartments are comfortable and spacious. The first floor has a living room, kitchen-dining room combination, utility space and an entrance to the cellar. Bedrooms and balconies are upstairs. The peasants have electricity, gas and and a bath at their disposal. The lights of the House of Culture shine invitingly. And next to the school stadium ....

Such villages are becoming more numerous in the Nonchernozem. The territory is being transformed. In three years of the five-year plan more than 11 million square meters of housing has been built for the workers of the villages -- significantly more than in the preceding three years.

The number of clubs, shopping centers and schools is growing in all 29 oblasts and autonomous republics of this vast region.

The rural builders have much good to their credit. They are building livestock facilities in unprecedented numbers. The plan for the first three years has been overfulfilled -- the growth accounting for spaces for four million head of cattle. The Il'inogorsk swine-breeding complex in the



Gor'kovskaya oblast was doubled in size, making it the largest in the country. First-class mechanized farms and dairy complexes have appeared in the Vladimirovskaya and Vologodskaya oblasts and sheep farms in the Mari ASSR. New highways stretch like wide ribbons across the fields and forests of the districts around Moscow, Chuvashiya and in the Bryanskaya, Smolenskaya and other oblasts. The three-year road building goals have been met, adding 16,300 kilometers of roads. The fields serving agriculture have also been strengthened. Grain storage facilities have almost doubled in capacity, far exceeding the established plans. Modern fruit and vegetable canneries are being built in the village of Prech'ye-Rybnoe near Rostov and in the city of Yur'yevsk. Meat-packing combines are being built in Irbit, Cheboksary....

Year after year the organization of capital construction improves. Ever-increasing use is being made of lightweight fully prefabricated structures. It is becoming common practice to turn out houses "key-ready." The Zlobinets method has found support in the villages and the first steps are now being taken toward mastering the "Orel non-stop" method. In a word, the builders are striving to utilize all reserves.

The livestock complex at the "Vozrozhdeniye" sovkhos near Vyborg was built, or more correctly assembled, entirely from prefabricated units. It became the assembly sector for the Gatchina rural construction combine. And those who assembled the units were the aces of the combine, all highly qualified people. Therefore the number of workers required was dozens of times less than required on the usual wood construction project, which is at times done "by the whole world."

The results of these first years show that rural construction is undergoing profound qualitative change. It is now possible to build rapidly, economically and, most important, with a low expenditure of labor. On the one hand, as at the "Lesnaya" poultry farm in the Ivanovskaya oblast, the experience of industry has been used; on the other, as at the "Vozrozhdeniye" complex in the Leningrad oblast, rural construction combines have been formed anew.

At the same time, practice has shown that such achievements are still beyond the powers of some. Contract construction in the Nonchernozem still has not built up to the required pace: the three-year goals were not met. Those in arrears included subunits of the RSFSR Minsel'stroy [Ministry of Rural Construction], the USSR Ministry [Ministry of Construction] and Minpromstroy [Ministry of Industrial Construction], The Roskolkhozstroy-ob'edineniye [All-Russian Association for Kolkhoz Construction] and other departments. In all, the shortfalls in capital works exceed one million rubles. As an example, of last year's goals, the contract organizations met 75 percent in the Kostromskaya oblast and 81 percent in the Tul'skaya and Yaroslavskaya oblasts.

What are the reasons for this? In the opinion of the secretary of the Yaroslavskaya oblast party committee, T.P. Kolpakov, the main reason is:

"Rural construction bases have not been created as fast as projected and this, without doubt, affects the results of the work...."

We note that the contract organizations, who failed to meet their unit opening goals, also allege a shortage of capacity. However, this is only partially true. The main problem lies elsewhere. Many contractors do not take advantage of specialization; they do bear the expense of a departmental approach. They work apart and often act like big "Shabashniks" [unofficial artels performing itinerant piece-rate jobs] -- if only to fulfill the plan in overall volume. Imperfections are present in planning and evaluation of the builders' work: these are rendered primarily of "acquisition of means" rather than on completed units.

For instance, the Oblmezhkolkhozstroy rural construction combine, which was opened two years ago, turns out items under 300 nomenclatures -- the volume is kept up. But the serial production of components for agricultural buildings, as first intended, has not been worked out. The production line, on which villages are supposed to be born, is stamping out heavyweight road slabs. But a combine is not even needed for such products -- they can be made at any site.

Moreover, the state and the kolkhozes, which are expending huge resources, expect finished homes and schools for their villages, not merely slabs and beams. But the erection of these very structures is lagging considerably behind that of production facilities. Only 75 percent of the three-year goals for new housing to be built at state capital expense were met. Non-chernozemy builders owe the workers in the villages more than two million square meters of new housing.

Are these plans realistic? Yes, the specialists say, they are entirely realistic. If only capabilities were used not at 60 percent as, let us say, in the Kostromskaya oblast, but at a full 100 percent.

This analysis would be incomplete if we did not call attention to such an important indicator as the relative proportions of contract construction. It was projected to increase to 85 percent of all construction. But the ensuing years have not brought any particular change. This progressive work method is developing at a slower pace than the old-fashioned labor-intensive and lower quality methods. Why?

The RSFSR Minsel'stroy proved unable to sharply increase its productivity. And the other long-established ministries, which have now also been called upon to build in the countryside, are not making their due contribution. Thus, the volume of work on Nonchernozem rural contract construction in the USSR Mintyazhstroy, Minpromstroy and Ministroy programs for last year

showed an increase of 2.5-10 percent over 1975, while rural construction overall increased by more than 22 percent. Even in the industrialized oblasts where these ministries have large administrations -- such as the Permskaya and Sverdlovskaya -- less than half the units built in the villages are built by the contract method. Therefore the old methods are involuntarily "helping out."

"We do most of the construction ourselves," says L.M. Makov, chairman of the Kostroma kolkhoz imeni 50th Anniversary of the USSR, "because it is difficult to get a reliable contractor. There is nowhere to get even a crane or stock materials."

This phenomenon, it can be said, is typical. A situation has developed where the kolkhoz, having financial and personnel resources, are deprived of cranes and stock materials while the construction subunits, with plenty of these, suffer from a shortage of labor. There is a definite break in the chain of unity. In summary, there is an ever-increasing demand for materials by the kolkhozes and a growing number of "incompletes" by the contractors.

Considering the situation as it has developed, it is hardly worthwhile to prematurely, as it is thought to be on site, discount the old-fashioned construction method. Especially since, for many kolkhozes, it is the only method. Its efficiency should be improved and it should be considered a real and readily available reserve. And why, let us say, does the RSFSR Goskonsel'khortekhnika [State Committee for Agricultural Equipment] not organize the production of other types of construction machinery for the remote regions, and why do the contractors not develop a labor exchange with the kolkhozes in mutually beneficial circumstances?

Local party organizations are now devoting a lot of attention to rural construction -- both contract and people's method. These questions are often examined by bureaus and plenary sessions of the oblast and rayon party committees. These is no lack of resolutions adopted. However, they are not always followed up by organizational work.

At the Yaroslavskaya oblast election conference at the beginning of the year communists sharply criticized construction leaders and stressed their tolerance for mistakes. The oblast committee's control over execution of measures that it had instituted had weakened and exactingness toward the party members who head the large subunits had relaxed. The status of rural construction in the upper Volga region was, as before, cause for alarm.

A difficult situation has arisen in the Tul'skaya oblast. A huge number of industrial projects has been heaped onto the already growing volume of rural construction. The contractors, as it appears from the oblast party committee's letters to the central organs, lack the capability to cope with this and the planned goals will not be met. And, at first glance, this seems to be the case. But, apparently, one must look at the other side of

the problem. In the past four years the Tul'skaya oblast has directed about 90 million rubles to the development of its construction base. The level of its prefabrication capability has increased as has its electrification. However, last year's program of work by the Glavpriokstroy [Main Administration for Construction in the Oka Region] remained at the 1975 level. Labor productivity is growing too slow. But are there not some reserves hidden here? Some ministries are not paying sufficient attention to these questions.

With such an approach to the conduct of affairs and the search for better cooperation between those involved in transforming the Nonchernozem, one can hardly expect early success. The party committees of the ministries and departments, along with the local party organizations, must study the management style of the construction branch in more depth and exert a more forceful influence on its perfection. The broad scope of this construction has brought the very problems of management and planning to the forefront.

#### Development of Construction

Moscow PRAVDA in Russian 18 May 79 p 2

[Part II of article by Z. Bystrova A. Nikitin]

[Text] So what did the experience of the early years show us? First of all, an untapped well of reserve. Richer fruit can be harvested even today with a somewhat different approach to the problem of developing and exploiting the industrial base for construction in the Nonchernozem. It is being formed here for the first time on such a large scale. Basic demands are placed on the base by the essence of the program itself -- a program that is not only long-term but also, we stress, composite and specific.

But in reality, each of the 40 ministries and departments now conducting works in the Nonchernozem is sticking to its own individual tactics and defending its sometimes narrow departmental interests. Each designs in its own way; each selects sites in its own way; each builds in its own way. Minsel'stroy RSFSR, Glavnechernozemvodstroy, Roskolkhozstroyob'yedineniye, Goskonsel'khoshtekhnika and the industrial construction ministries are all creating bases in the oblasts at the same time and often at the same location. This leads to a waste of effort and resources, increased costs and prolonged completion times.

On the outskirts of Kostroma one finds two bases together -- the Glavnechernozemvodstroy and the Roskolkhozstroyob'yedineniye. It is hard to distinguish one from the other. They stand side by side, both are oriented to production of ferro-concrete items and fully prefabricated standard houses. They will use the same central heating plant, the same railway



branch line.... But each has its own staff, garages and shops.

Why then were the bases colocated? We asked the secretary of the oblast party committee, N.I. Berezkin. Why not set up a single house-building production operation with participation by the two departments? Then acquisition of capability could be sped up, sequence after sequence.

"That is probably true," Nikolay Ivanovich agrees. "But the departments, at the centers and on site, are not able to reach agreement on all questions...."

But everyone knows that the idea of a composite approach was not originated today. It was dictated by vital requirements. In April of 1974, speaking at a meeting of the CPSU Central Committee on questions of the further development of the agriculture of the Nonchernozem, Comrade L.I. Brezhnev remarked: "It seems necessary to consider that if two or three ministries are conducting works in the same oblast, it may be advisable to create a common construction production base on a shared basis. This would be both less expensive and more expedient."

However, far from everyone is exploiting the advantages of cooperation. More than ten departmental bases have been built in the Kalininskaya oblast. In addition to the RSFSR Ministry's capability to produce prefabricated houses, the Glavnechernozemvudstroy is building up the same capability here. And this is not the only such case. We asked the chief of the building industry section of Glavgoszhkhspertiza [Main State Commission of Experts], N.G. Pavlov, to express his opinion on this problem.

"Unfortunately, most of the construction bases in the Nonchernozem have little unified capability. But there is nothing we can do. Ekspertiza makes conclusions on designs of units whose estimated cost exceeds ten million rubles. But the fate of smaller bases depends on the position of the departments."

On orders from the USSR Gosstroy [State Committee for Construction Affairs] its design institute number two developed the technical-economic basis for the pattern of development of the bases in the Nonchernozem. What do the designers think about this?

"We tried to develop a pattern that would provide for a cooperative use of the means of the various departments," the institute's chief engineer, A.S. Bakharev, tells us, "but the contractors themselves rose up against it."

Incidentally, in the huge volumes describing the developmental pattern we found, with some difficulty, a rational grain expressed in a meek footnote: "Instead of two new housing production facilities in the Kalininskaya oblast, it is recommended that one be built, with more capacity and with proportional participation by the aforementioned departments." But with that it all ended.

"After all, we only make proposals," said the USSR Gosstroy's deputy secretary, I.I. Ishchenko, "but other departments -- the ones who have material resources and financing -- do the building."

We often heard this expressed at the sites: the USSR Gosstroy must make a greater effort to perfect the organization of capital construction in the Nonchernozem. The ministries engaged in works here must not be allowed to feel that they are on an uninhabited island, creating everything "on thier own" for a closed operation. At the same time the need for coordination on the interdepartmental level is apparent, treating the oblast or zone as a whole. Who will assume such a function?

"The role of the oblast executive committees as organizers of the renewal of the Nonchernozem has been somewhat downgraded," the deputy minister of RSFSR Rural Construction, L.YA. Ivanov, shared his thoughts with us. "There is thought about expanding their authority relative to coordination of the activities of the various construction subunits within the territory of the oblast."

Local farm managers, party and council workers said that sometimes the plans for capital works in the villages are not well thought out: "It is clear what must be done. How to do it is not entirely clear." The builders, working side by side, lock themselves into the framework of their departments. Because of the these barriers between the branches, they do not exploit all the advantages of specialization in practice. Valuable time is wasted reaching agreement and coordination.

"The system of relationships between the construction subunits and their departmental headquarters must be as flexible as possible to allow for local initiative when it is needed," said the first secretary of the Kostromskaya oblast party committee, Yu.N. Balandin. "But now the way to useful proposals is not always open."

Yuriy Nikolayevich told us that the Kostromskaya oblast had pledged to complete 1,000 kilometers of roads during the five-year plan instead of the 600 called for in the plan. A question about more active use of local resources came up, specifically additional gravel quarries. The oblast party committee appealed to the RSFSR Ministry of Construction Materials Industry. They promised to do everything necessary -- but not until the next five year plan. Preparation of memoranda, assembly of resolutions and discussion of them by the various departments and planning organs would take no less than two years. But, on the other hand, the Oblkolkhozstroyob'yedineniye [Oblast Kolkhoz Construction Association], which has more independence, examined the question on the spot. The quarries are in operation and the roads are being built.

But perhaps the problems of coordination are already being solved. Might we be knocking at an open door? These doubts came to us as we crossed the threshold of the territorial planning section for the Nonchernozem zone of the RSFSR, set up within the USSR State Planning Committee. What could be more certain and simple, it seemed, than the direct influence of the source of the plans!

But the effect of departmental separation was felt even here. The section itself does not really plan anything. The role played by its functionaries is more that of intra-Gosplan "lobbyists." They go from branch to branch of the section and its subsections with reminders and pleas that the oblasts and autonomous republics under their patronage not be left out. But they are left out anyway. The volume of contract work planned for all three years was many millions of rubles short of the figures in the five-year plan. It turns out that the arrears, which was mentioned at the beginning, is not one billion but more than two billion rubles. How could this happen?

"It came about of itself"! answers the section chief, Ye.N. Belov. "The means are allocated in full, but in the final stage of development of the annual plans the ministries, on various pretexts, strive to delete projects in the Nonchernozem and replace them with more satisfactory ones. And, as we see, they are, in part, successful. Here the section is powerless...."

If this section is powerless then perhaps the proper authority can be found on the USSR Gosplan board.

"No, we cannot force the contractors to include projects in their plans that are, for instance, lacking design and cost-estimate documentation," said the deputy chairman of the USSR Gosplan, V.Ya. Isayev. "Those who are requesting the work are at fault here."

And what about cooperation of means and coordination of activities of the builders who accept the plan?

"That is the business of the USSR Gosstroy and the contracting ministries themselves," Vasilii Yakovlevich explained. "After all, we are planners. For us the main thing is to allocate the means."

But the first signature on the title page of the technical-economic basis for the pattern of development of bases in the Nonchernozem is that of Comrade Isayev, along with the others who sanctioned this document four years ago. It turns out that even Gosplan is not detached from this matter. Today's shortcomings in the development of a construction base and the lack of coordination in its establishment were already set forth in the initial patterns and plans....

But concentration can have a tremendous effect. The experience of builders in the Moscow and Leningrad oblasts serves as an example. Why is the work

of contractors -- both rural and industrial -- better coordinated here? Not that such a separation even exists. Glavmosoblstroy is a single state organization in the districts near Moscow that builds plants, dairy complexes and rural villages, with schools and kindergartens, all at the same time. Leningrad's Glavzapstroy [Main Administration for Construction in the Western Regions], a large subunit of USSR Minstroy, is also a single state contract organization for both rural and industrial construction in the oblast. The experience of both the Leningrad and Moscow oblasts is well known. So why not take advantage of their experience?

"I think that either one of these two systems would be suitable for us," said the secretary of the Kaluzhskaya oblast party committee, G.I. Ulanov.

It is possible, as many party and council workers suggest, that there is merit in combining the efforts of the general construction subunits in the oblasts on a cooperative basis. This would transform their management from a multi-tiered system to a one or two link system, put an end to the strip-farming approach to construction and activate internal reserves. In particular, it would allow a more effective use of resources -- both material and labor.

And why not have the state-kolkhoz construction associations in the village along with large production bases set up on a cooperative basis as it is already done in other fields of the agrarian sector of the economy? There are other, perhaps controversial but interesting, proposals, the essence of which steers toward rationalization of construction management and a more flexible combination of departmental and territorial principles with a composite approach. But in all the variations, which require deep and comprehensive study, there is a visible need for a single general contractor for rural construction in the oblasts and autonomous republics.

In the opinion of specialists, the design system also requires some perfecting. There are many design organizations in the field but there is not a single one responsible for the validity of the composite programs for rural construction. And too, such an approach was suggested by the July, 1978, Plenary Session of the CPSU Central Committee.

"The villages need a general, in the full sense of the word, project designer for whom construction does not mean a single facility, albeit a large one, but, for example, an oblast as a whole," says the deputy Minister of Agriculture, RSFSR, O.V. Pateryakhin. "Such a powerful design organization should, on the basis of composite research and technical-economic study, solve the following strategic problems all at once: determine the basic directions for development of the regions, formulate plans for capital expenditures and establish priorities for their completion."



The rural Nonchernozem is being revived. The builders are gaining experience and wisdom. Helping them to reach the required pace as soon as possible should be the concern of planning and management organs and the whole country.

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